



# ENGCOBO LOCAL MUNICIPALITY

INTERGRATED  
DEVELOPMENT PLAN

2020 – 2021

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## Contents

2020/2021 IDP REVISION NOTE.....	5
ENGCOBO LOCAL MUNICIPALITY'S STRATEGIC THRUST .....	5
IDP REVIEW SUMMARY .....	6
ENGCOBO LOCAL MUNICIPAL COUNCIL .....	6
FOREWORD BY THE EXECUTIVE MAYOR .....	8
FOREWORD BY THE MUNICIPAL MANAGER.....	10
DOCUMENT STRUCTURE OVERVIEW.....	11
CHAPTER 1 .....	12
EXECUTIVE SUMMARY .....	12
1.1 LEGAL SETTING .....	12
1.2 IDP LIFE CYCLE (2016 – 2021) .....	14
1.3 MUNICIPAL OVERARCHING STRATEGY .....	15
1.4 EXTERNAL POLICY DIRECTIVES .....	24
1.5 EASTERN CAPE VISION 2030 PROVINCIAL DEVELOPMENT PLAN .....	26
1.6 OVERVIEW OF ENGCOBO LOCAL MUNICIPALITY SWOT ANALYSIS .....	28
CHAPTER 2 .....	30
IDP PLANNING PROCESS.....	30
2.1 IDP AND BUDGET PROCESS .....	30
2.2 WARD DISCRETIONARY BUDGET ALLOCATION .....	30
2.3 STAKEHOLDERS IN THE IDP PROCESS .....	31
2.4. UNFOLDING OF THE 2020/2021 REVIEW OF THE IDP .....	36
2.5 KEY DEVELOPMENT CHALLENGES .....	37
CHAPTER 3 .....	38
SITUATIONAL ANALYSIS.....	38
3.1 ENGCOBO SPATIAL ANALYSIS: .....	38
CHAPTER 4 .....	45
INSTITUTIONAL ARRANGEMENTS .....	45
4.1 KEY PERFORMANCE AREA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT .....	45
4.2 MAYORAL TEAM RESPONSIBILITIES.....	49
4.5 ADMINISTRATIVE AND INSTITUTIONAL CAPACITY .....	49
CHAPTER 5 .....	57
BASIC SERVICE DELIVERY .....	57
1. KEY PERFORMANCE AREA 2: INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY INFRASTRUCTURE .....	57
2. COMPREHENSIVE INFRASTRUCTURE MASTER PLAN.....	57
3. ENERGY AND ELECTRICITY EFFICIENCY .....	57

4.	MEANS OF ENERGY.....	58
5.	ALTERNATIVE MEANS OF ENERGY (SOLAR).....	58
6.	ROADS AND STORM WATER INFRASTRUCTURE ROADS AND STORM WATER .....	58
7.	STORM WATER INFRASTRUCTURE .....	59
8.	ROADS AND TRANSPORTATION .....	59
9.	INFRASTRUCTURE PROJECTS (THREE YEAR CAPITAL PLAN) (FINANCIAL PLAN) .....	61
10.	MAINTENANCE PLAN .....	64
11.	INFRASTRUCTURE CAPACITY .....	64
12.	WATER AND SANITATION INFRASTRUCTURE .....	64
13.	WATER AND SANITATION SERVICES AND CUSTOMER CARE.....	64
14.	WATER SUPPLY .....	65
15.	WATER DEMAND MANAGEMENT .....	65
16.	SANITATION SERVICES .....	65
17.	ACCESS TO SANITATION SERVICES .....	65
18.	District Wide Distribution of household by access to safe drinking water and municipality, CS 2016	65
19.	District Wide Distribution of Households by Main Source of Water for Drinking, CS 2016.....	66
20.	SANITATION SERVICES BACKLOG .....	66
21.	WATER AND SANITATION.....	66
	SANITATION .....	67
22.	LOCAL AMENITIES AND PUBLIC PLACES .....	70
23.	AUDIT OF COMMUNITY FACILITIES AND PUBLIC AMENITIES.....	70
24.	CUSTOMER RELATIONS.....	71
25.	SAFETY AND SECURITY CRIME AND SAFETY IN ENGCOBO .....	71
	TRAFFIC CONTROL AND LAW ENFORCEMENT .....	71
26.	LAW ENFORCEMENT .....	71
27.	ANIMAL POUND .....	72
28.	ENVIRONMENTAL MANAGEMENT .....	72
29.	DISASTER MANAGEMENT .....	72
30.	VULNERABILITY AND RISK ASSESSMENT ON DISASTER .....	73
31.	FIRE FIGHTING SERVICES.....	73
32.	PUBLIC AMENITIES .....	73
33.	LIBRARIES .....	74
34.	SPECIAL PROGRAMMES (GENDER, ELDERLY, YOUTH AND DISABLED) .....	74
35.	CHILDCARE FACILITIES.....	74
36.	HOUSING .....	74
	LAND AVAILABILITY .....	77
CHAPTER 6	.....	80

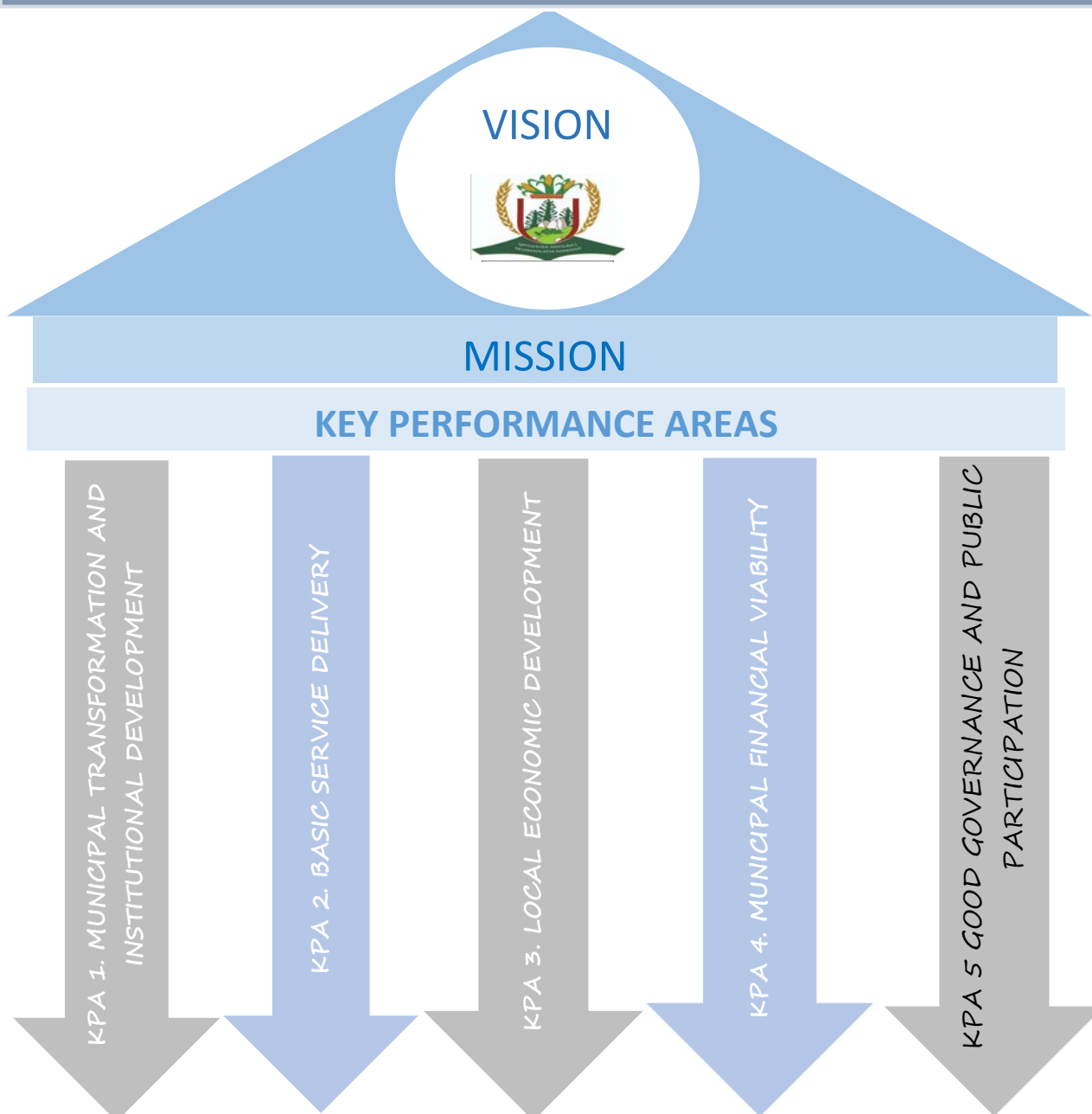
<b>LOCAL ECONOMIC DEVELOPMENT</b>	80
<b>CHALLENGES FACING LED</b>	81
<b>LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY</b>	82
<b>ENGCOBO TOWN (ECONOMIC NODE)</b>	84
<b>IMPLICATIONS FOR LED IN ENGCOBO</b>	87
<b>DEVELOPMENT CORRIDORS</b>	88
<b>ENGCOBO COMPETITIVE AND COMPARATIVE ADVANTAGE</b>	89
1. TOURISM AND HERITAGE DEVELOPMENT IN ENGCOBO	92
2. AGRICULTURE DEVELOPMENT	93
2.1. CATALYTIC PROJECTS	95
3. SMME DEVELOPMENT UNIT LOCATION IN THE MUNICIPALITY	113
CHAPTER 7	122
<b>MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>	122
1. CAPITAL EXPENDITURE	123
EXPENDITURE PLAN	124
2. REVENUE MANAGEMENT	128
FUNDING	131
3. GRANTS ALLOCATED FOR SERVICE DELIVERY	134
4. GRANTS FUNDING	138
CHAPTER 8	148
<b>GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>	149
1. PUBLIC PARTICIPATION	149
Mechanisms for Public Participation	149
1.1. COLLECTED COMMUNITY NEEDS FOR OCTOBER 2019/20	150
5. POLICIES AND BYLAWS	164
6. MONITORING AND EVALUATION	169
<b>SPATIAL DEVELOPMENT FRAMEWORK</b>	172
SPATIAL DEVELOPMENT FRAMEWORK	172
1. BUILT ENVIRONMENT ANALYSIS	174
2. SPATIAL PROPOSALS	179
3. DEVELOPMENT NODES	179
4. DEVELOPMENT CORRIDORS	181
5. STRATEGIC DEVELOPMENT AREAS (SDA)	182
KEY PROJECTS	190
IMPLEMENTATION OF THE SDF TO DATE	191
MUNICIPAL TOWN PLANNING	202
LAND AUDIT	203
LAND CLAIMS	203

<b>GEOGRAPHIC INFORMATION SYSTEM (GIS)</b>	205
	210
CHAPTER 10	210
	210
STRATEGIC PLANNING OBJECTIVES	210
	214
CHAPTER 11	214
	214
PROGRAMS AND PROJECTS	214
Chapter 12	225
LIST OF SECTOR PLANS	225
Chapter 13	227
ANNEXURES	228
1. Spatial Development framework	228
2. IDP, PMS and Budget Process Plan	228
3. Asset register	228
4. Indigent register	228
5. Draft SDBIP 2020 - 2021	228

## 2020/2021 IDP REVISION NOTE

The 2020/2021 IDP Review builds on the planning and development priorities agreed upon in the fourth-generation IDP, approved municipal sector plans and will define the Municipality's MTREF and SDBIP throughout its implementation timeframe.

## ENGCOBO LOCAL MUNICIPALITY'S STRATEGIC THRUST



## IDP REVIEW SUMMARY

### STRATEGIC OBJECTIVES

1) Create an inclusive, responsive, and healthy environment conducive for living and sustainable growth.	2) To manage land-use and development in line with The Spatial Development Framework.	3) To render efficient environmental health and disaster management services.
4) To provide efficient public safety and law enforcement services.	5) To provide recreational facilities and opportunities and programmes aimed to facilitate and promote community development and social cohesion	6) To facilitate economic and tourism development to the benefit of the town and all residents.
7) Embed good governance through sound administrative practices and improved stakeholder relation	8) To maintain a skilled, capable and diverse workforce in a good working environment	9) Embed financial viability and sustainability through good financial management principles and practices

IDP

(PROJECTS AND PROGRAMMES)

BUDGET

SDBIP

## ENGCOBO LOCAL MUNICIPAL COUNCIL

S ZANGQA – HON. MAYOR

S MBOLO - SPEAKER

N MACINGWANE

Performance  
Section 57 /

In-Year Re  
(MFMA Sec.

Annual F  
Statem

Annual I

N Mgidi



Social  
Needs

K Bizana



BTO

S Sethebe



Corporate  
Services

F Mntabeko



WW

M Mbenyana



IPED

N Mpoyi



SPU



S Tunce



Ward  
1

Z Jabanga



Ward  
2

S Nolutdwe



Ward  
3

M Macingwane



Ward  
4

N Hokwana



Ward  
5

T.S Mbekeni



Ward  
6















N Sifanqana









Ward  
7














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<p>S Nxangu</p>   <p>Ward 8</p>	<p>S Guma</p>   <p>Ward 9</p>	<p>N Lilane</p>   <p>Ward 10</p>	<p>N Yalezo</p>   <p>Ward 11</p>	<p>S Sirhathaza</p>   <p>Ward 12</p>	<p>N Nyhudwana</p>   <p>Ward 13</p>	<p>A Gqolontshi</p>   <p>Ward 14</p>
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<p>T Nxangane</p>   <p>Ward 15</p>	<p>Z Makhasi</p>   <p>Ward 16</p>	<p>S Lobi</p>   <p>Ward 17</p>	<p>N Ngwangwa</p>   <p>Ward 18</p>	<p>A Mzolisa</p>   <p>Ward 19</p>	<p>C Hlazo</p>   <p>Ward 20</p>	<p>W Mafufu</p>   <p>PR</p>
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<p>M Kondile</p>   <p>PR</p>	<p>S Zondeka</p>   <p>PR</p>	<p>S Xuma</p>   <p>PR</p>	<p>Sobantu</p>   <p>PR</p>	<p>S Marenene</p>   <p>PR</p>	<p>Gqitiyeza</p>   <p>PR</p>	<p>N Tolibhidi</p>   <p>PR</p>
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<b>Dayisil</b>  	<b>Daniel</b>  	<b>Chief Mtirara</b> 	<b>Chief Gungubele</b> 	<b>Chief Poswayo</b> 	<b>Chief Dungulu</b> 	<b>Chief Kwekwana</b> 
<b>Chief Mgudlwa</b> 	<b>Chief Mngangeni</b> 					

## FOREWORD BY THE EXECUTIVE MAYOR



The preparations for the IDP Review for 2019/20 have been a very comprehensive exercise which started immediately after the approval of the IDP process plan at the beginning of the 2018/19 financial year. The process is informed by the needs of our communities for whom we exist as a municipality and indeed we left no stone unturned in consulting with our communities whose priorities inform our IDP and Budget.

The municipality is very mindful of the fact that the IDP is a five year master plan of our municipality which is developmental in character and not compiled just for the sake of compliance purposes and ours is integrated in its true sense. As we consult with our communities, we remain resolute and clearly focused on our mandate to improve the quality of life of all the people of Engcobo, through provision of their basic needs and quality services, notwithstanding the numerous service delivery challenges where the municipality is inundated with unlimited demands as opposed to very limited resources at our disposal, which we are making every effort to overcome, collectively with all sector departments.

As the political head of the Engcobo Municipality, it is heartening to note that the political stability that prevails amongst all the political parties that form our municipality, manifests itself as a positive factor and an enabler in our desire and efforts to transform Engcobo municipality into a hub for service excellence and a place of opportunities in attracting new investments and creation of sustainable jobs especially for our unemployed youth and to eradicate poverty.

Our desire to work tirelessly in changing the economic landscape of our municipality is precisely what drives the political leadership of this municipality to lead from the front and to play its effective oversight over the administration to ensure that all our desired objectives as enshrined in our IDP are realized.

The big task ahead of us therefore, is that of the looming local government elections in 2021 where our communities will judge us by the extent to which we fulfilled our service delivery promises and we acknowledge that it would be a serious indictment on our part if by then we would have failed to deliver on our promises.

As such therefore, my overview is fully representative of our aspirations as a collective, of presenting a credible IDP which talks to the needs of our communities whilst ensuring that it derives its mandate and objectives from an integrated approach as influenced by the National Development Plan, the Provincial Growth and Development Strategy all of which give effect to the State of the Nation Address and the State of the Province Address, which we subscribe to as a municipality.

In conclusion, I would like to give assurance that our IDP is a living document where plans are transformed into tangible and measurable deliverables.

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**COUNCILOR S. ZANGQA | MAYOR**

## FOREWORD BY THE MUNICIPAL MANAGER



The message from the Municipal Manager seeks to project a picture that gives assurance to the communities of Engcobo that, their needs, aspirations and desires have been considered by the municipality following a marathon of meetings that have been held with a cross section of our communities.

As the administration of this municipality, we have been meticulous in consolidating the information obtained from the communities through our political leadership and indeed, the reviewed IDP is a true reflection of those concerted efforts.

The IDP therefore is a culmination of a thorough process of planning and consultation with all our stakeholders all in an endeavour to do what is best for our communities. Whilst it is acknowledged that the needs and aspirations of our communities far exceed the financial resources at our disposal, we have worked tirelessly in ensuring that their priorities are attended to.

On that note, the task ahead for the administration is to ensure that we work tirelessly and selflessly in transforming the IDP into measurable deliverables that will improve the quality of lives of all the people of Engcobo.

Yours in Developmental Local Government

## DOCUMENT STRUCTURE OVERVIEW

The 2019/2020 IDP Review document structure and layout are succinctly summarised as follows;

### EXECUTIVE SUMMARY

This chapter sets the scene by outlining the main objectives of the Fourth-Generation IDP within the legal context. The key policy directives of all three spheres of government are outlined in brief. The new overarching strategy of the Municipality, which sets the tone and development agenda for the five-year implementation period is outlined in

### IDP PLANNING

This chapter outlines the approach to strategic planning and key processes that underpin and influenced the development outcomes contained in this first review of the fourth-generation IDP. It expounds community and stakeholder participation in planning

### SITUATIONAL ANALYSIS

This chapter portrays a synopsis of the Situational Analysis and current socio-economic realities that impact on development decisions. Access and the level of basic municipal services are also articulated hereunder.

### THE INSTITUTION

This chapter portrays the institutional framework of the Municipality as the existing governance model and expounds on internal capacity to execute municipal policies and the IDP. Functions and responsibilities of the political and administrative structures are listed. The performance management model is also discussed in detail.

### WARD PLANS

This chapter outlines the community needs and development priorities identified for implementation under the First IDP Review. The Ward Development Plans have been incorporated under this chapter which consists of a comprehensive SWOT analysis and priority projects and programmes as identified by Ward Committees.

### MUNICIPAL STRATEGY

This chapter outlines the municipal development strategy linked with planned, major catalyst projects and programmes that will be implemented under the Fourth-Generation IDP. Planned municipal interventions with regard to LED, Poverty Alleviation, Youth Development and Rural Development are also listed in this chapter.

### SECTOR PLANS

This chapter gives detail on the status of internal sector and operational plans that are linked to this First IDP Review and the overall strategic development objectives of the Municipality. Only the sector plans that were recently revised are discussed in detail in this chapter. The key developmental imperatives emanating from the newly drafted Spatial Development Framework are discussed in detail in this chapter.

### IGR PLANS ALIGNMENT

This chapter gives details on the alignment of strategic objectives and service delivery outcomes between the Municipality and the Provincial and National Governments. It further sets out the service delivery priorities of sector departments and public private partnership interventions planned for implementation under the First IDP Review.

IDP  
EXECUTION

This chapter gives deals with the organisation's ability to execute its development strategy and the ultimate implementation of this IDP. The implementation of the IDP is dependent on the organisation's financial sustainability and effective performance review and evaluation mechanisms. The financial plan as well as the organisational and individual performance management systems is outlined in detail. The key risks contained in the municipal risk register that might have a negative impact on service delivery and development are also outlined. The IDP Implementation Plan (IMAP), SDBIP and Municipal Budget for the 2019/2020 MTREF are summarised and listed as annexures to this IDP under this chapter.

# CHAPTER 1

## EXECUTIVE SUMMARY

1

An IDP is a planning mechanism to fiscal spending across all spheres of for synergy between the efforts of all

improve the combined developmental impact of the State, translating national, provincial and district objectives into practical interventions within a defined municipal space.

synchronise planning and government. The IDP allows spheres of government to

This IDP Review read with the initial five-year plan is the expression of the planned strategic development intensions of the Council of Engcobo Local Municipality. It guides and informs all planning, budgeting, management, and strategic decision making in the Municipality and supersedes all other plans that guide development. The plan links, integrates and coordinates other existing plans, while taking development proposals into account. The aim is to align the IDP with the municipality's resources and internal capacity, forming a policy framework and social compact on which annual municipal budgets are based.

This IDP is informed by national and provincial government development goals and priorities, current emerging social and economic trends, an increasing demand and social outcry of the people of Engcobo for better services and improved infrastructure as well as other compelling issues that provide a framework which guides the Municipality on its developmental local government path.

### 1.1 LEGAL SETTING

The IDP process is guided by various legislations, policies and guidelines which have to be considered carefully when the document is compiled. These include amongst others the following:

#### 1.1.1 CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, ACT 108 OF 1996

Section 152 of the Constitution of South Africa of 1996 and the Municipal Systems Act of 2000 No, 32 of 2000 have a substantial impact on the traditional role of local government. Over and above the delivering of municipal services, municipalities must (by law) now lead, manage and plan development through the process of Integrated Development Planning. Sections 152 and 153 of the Constitution prescribe that local government should oversee the development process and municipal planning and describe the following objects of local government:

- ♦ To ensure the sustainable provision of services;
- ♦ To provide democratic and accountable government for all communities;

- ◆ *To promote social and economic development;*
- ◆ *To promote a safe and healthy environment;*
- ◆ *To give priority to the basic needs of communities; and*
- ◆ *To encourage involvement of communities and community organisations in matters of local government.*

### 1.1.2 WHITE PAPER ON LOCAL GOVERNMENT

The White Paper on Local Government gives municipalities the responsibility to “work with citizens and groups within the community to find sustainable ways to address their social, economic and material needs and improve the quality of their lives”.

### 1.1.3 MUNICIPAL SYSTEMS ACT, NO 32 OF 2000

The Municipal Systems Act, No 32 of 2000, obligates all municipalities to undertake a process of preparing and implementing IDP's. The Act defines integrated development planning as one of the core functions of a municipality in the context of its developmental orientation. According to Section 25 (1) of the MSA, each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive and strategic plan for the development of the municipality which;

- ◆ *Links integrates and coordinates plans and takes into account proposals for the development of the municipality;*
- ◆ *Aligns the resources and capacity of the municipality with the implementation of the plan*
- ◆ *Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.*

### 1.1.4 MUNICIPAL FINANCE MANAGEMENT ACT NO 53 OF 2003

The Act states that the Mayor of a municipality must;

- ◆ Co-ordinate the processes for preparing the annual budget and for reviewing the municipality's IDP and budget-related policies to ensure that the tabled budget and any revisions of the IDP and budget-related policies are mutually consistent and credible;
- ◆ At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for;
  - The preparation, tabling and approval of the annual budget;*
  - The annual review of the IDP in terms of section 34 of the MSA; and the budget-related policies;*
- ◆ The tabling and adoption of any amendments to the IDP and the budget-related policies; and
- ◆ Any consultative processes forming part of the processes referred to in sub-paragraphs

Section 21(2) of the Municipal Finance Management Act **states** that, when preparing the annual budget, the Mayor of a municipality must:

- ◆ *Take into account the municipality's Integrated Development Plan;*
- ◆ *Take all reasonable steps to ensure that the municipality revises the IDP in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;*

### 1.1.5 INTERGOVERNMENTAL RELATIONS FRAMEWORK ACT NO 13 OF 2000

The Act recognises the importance of local government's full participation in intergovernmental relations, as it is the key site of service delivery and development. Therefore, municipal IDP's must interpret national policy into an investment plan for local infrastructure; hence the implementation of the IDP must be supported by appropriate budgetary and resource allocations.

The IDP should reflect the integrated planning and development intent of all spheres of government relevant to a particular municipal geographic space. The effective implementation of the IDP can only be attained if government across all spheres is committed towards the common goal of rendering quality services, hence the IGR Act seeks to enhance alignment between spheres of government. Chapter 9 of this document deals with the alignment of Intergovernmental Strategic Objectives and highlights key priority projects and programmes that will be implemented within our municipal space during the five-year cycle of this IDP.

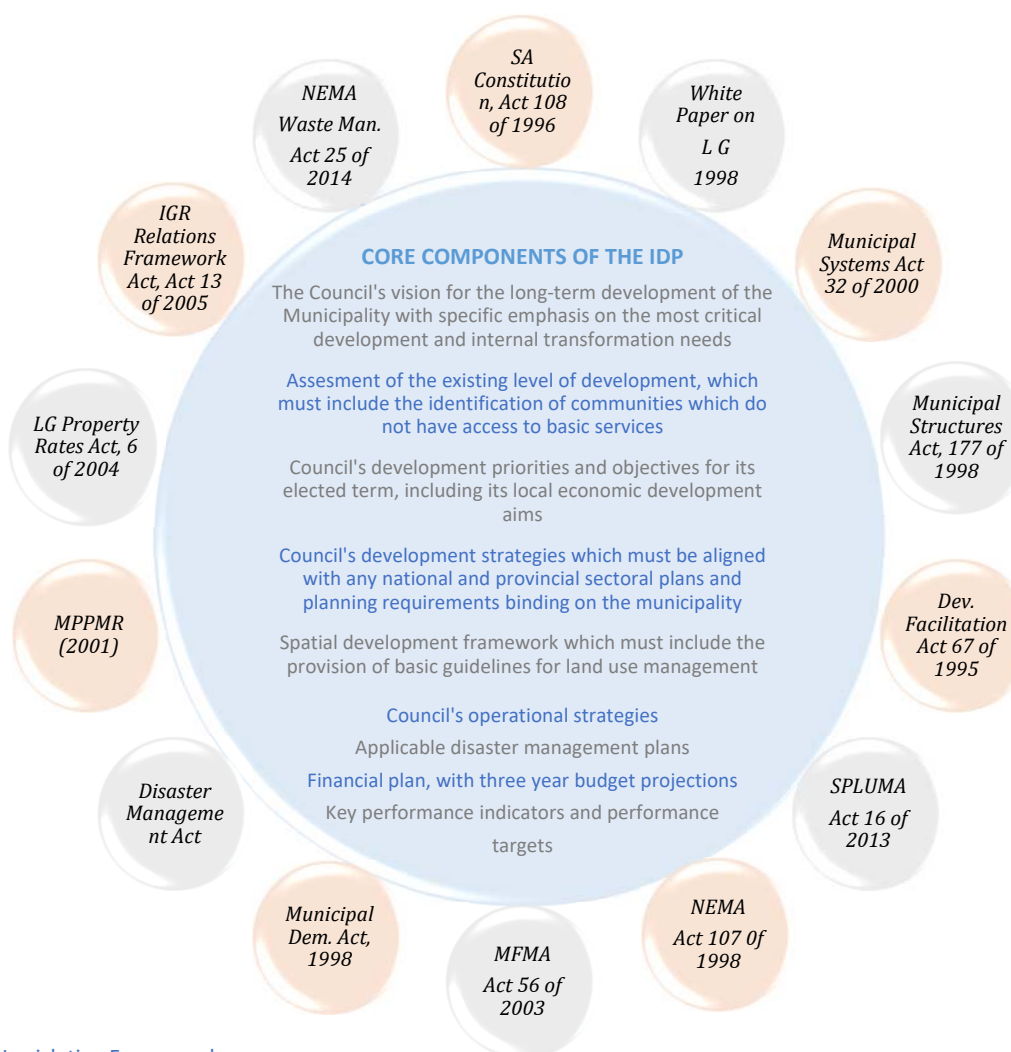


Figure 1: IDP Legislative Framework

### 1.2 IDP LIFE CYCLE (2016 – 2021)

2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
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The Engcobo Local Municipal Council acknowledges its constitutional responsibility and understands the

### 1.3 MUNICIPAL OVERARCHING STRATEGY

functioning of a municipality. It has therefore reaffirmed its vision, mission and values.



To give effect to the objectives as set out in Sections 152 and 153 of the Constitution and to ensure that there is synergy between municipal planning instruments and National and Provincial policy directives, the Engcobo Local Municipal Council has reviewed its overarching strategic development focus areas and has aligned it to best respond to its constitutional and developmental mandate.

The Municipal Key Performance Areas (KPA'S) and Strategic Objectives set the strategic tone and pave the direction for future developments, investments and public/private partnership interventions. The Key Performance Areas and Strategic Objectives will inform and guide service delivery and development over the next five years.



The Municipality will endeavour to demonstrate alignment to these overarching objectives in all documentation such as Annual Budgets, the Service Delivery Budget and Implementation Plan (SDBIP), Performance Agreements of Section 57 Managers as well performance reporting documentation. The latter



ENGCOBO

LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN 2016 - 2021

is essential to ensure that every single investment in the outflow of projects and programmes are identified, planned and designed to contribute towards the realisation of Municipality's overarching development objectives

## MUNICIPAL STRATEGIC OBJECTIVES

### KPA 1 - INSTITUTIONAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

KEY PERFORMANCE AREA	INSTITUTIONAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT	
STRATEGIC OBJECTIVES	FOCUS AREA	MUNICIPAL PROGRAMMES / ACTIVITIES / PROJECTS
<b>SO 1</b>  To provide competent and skilled personnel by June 2021	<ul style="list-style-type: none"> <li>Work Skills Development</li> </ul>	<ul style="list-style-type: none"> <li>Training and Development through the adoption and implementation of a Work Place Skills Plan (WSP).</li> </ul>
<b>SO 2</b>  To continuously ensure effective, efficient and economical administration through systems and business processes that are aligned to organisational objectives by June 2021	<ul style="list-style-type: none"> <li>Registry</li> </ul>	<ul style="list-style-type: none"> <li>Records Management and Archive.</li> </ul>
<b>SO 3</b>  To ensure provision of adequate, effective and efficient ICT services that is commensurate with the IDP by June 2021	<ul style="list-style-type: none"> <li>Information Technology Management</li> </ul>	<ul style="list-style-type: none"> <li>Information Technology / Computerised Supporting Administrative Systems.</li> </ul>
<b>SO 4</b>  To ensure compliance with the Occupational Health and Safety Act by June 2021	<ul style="list-style-type: none"> <li>Employee wellness</li> </ul>	<ul style="list-style-type: none"> <li>Occupational Health and Safety.</li> </ul>

<b>SO 5</b>  To ensure that wellbeing of workers is being taken care off, reducing absenteeism, boosting worker productivity and increase retention by June 2021	<ul style="list-style-type: none"> <li>Human Resource management</li> <li>Facilities Management.</li> <li>Corporate Administration Services</li> </ul>	<ul style="list-style-type: none"> <li>Employment Equity Plan Administration, Implementation and Monitoring / Recruitment and Selection.</li> <li>Maintain, Replace or Acquisition of Furniture, Tools, Equipment and Buildings.</li> <li>Administration / Council Committees Support.</li> </ul>
<b>SO 6</b>  To ensure compliance with the Labour Act by June 2021	<ul style="list-style-type: none"> <li>Corporate Services management</li> </ul>	<ul style="list-style-type: none"> <li>Functioning of Local Labour Forum (LLF).</li> </ul>
<b>SO 6</b>  To ensure compliance with policies, laws and relevant legislation by June 2021	<ul style="list-style-type: none"> <li>Corporate Services Management</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Services and Administration Functions</li> </ul>

## KPA 2- BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT

KEY PERFORMANCE AREA	BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT	
STRATEGIC OBJECTIVES	FOCUS AREA	MUNICIPAL PROGRAMMES / ACTIVITIES / PROJECTS
<b>SO 1</b>  To ensure provision of adequate and sustainable road network by June 2021	<ul style="list-style-type: none"> <li>Road Infrastructure.</li> <li>Project Management and Technical Support Services</li> </ul>	<ul style="list-style-type: none"> <li>Build New Roads Tar/Paved Roads / Roads Streets and Storm Water Maintenance and Upgrading / Resealing of Roads.</li> </ul>

<p><b>SO 2</b></p> <p>To ensure provision of adequate and sustainable human settlements by June 2021</p>	<ul style="list-style-type: none"> <li>• Housing and Serviced Site Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Informal Settlement Upgrading / Maintain/Replace.</li> <li>• Housing Administration and Management / Consumer Housing Education / Housing Imbizo and Public Participation and Consultation / Housing Provision (Top Structures) / Housing Provision (Service Sites).</li> </ul>
<p><b>SO 3</b></p> <p>To ensure provision of adequate and hygienic public facilities by June 2021</p>	<ul style="list-style-type: none"> <li>• Community Development</li> <li>• Library Services</li> <li>• Facilities Management</li> <li>• Sport and Recreation</li> <li>• Cleaning Services</li> </ul>	<ul style="list-style-type: none"> <li>• Administration and Maintenance of Community Halls / Develop New and Maintain Play Parks / Provide and Maintain Play Park.</li> <li>• Library Management, Administration and Maintenance / Management,</li> </ul>
<p><b>SO 4</b></p> <p>To ensure efficient provision of Electrification to communities by June 2021</p>	<ul style="list-style-type: none"> <li>• Household Electricity and lighting</li> </ul>	<ul style="list-style-type: none"> <li>• Electricity Services, Network maintenance and Upgrading / Substation Maintenance and Upgrading.</li> </ul>
<p><b>SO 8</b></p> <p>Enhance and foster traffic safety within Engcobo community by June 2021</p>	<ul style="list-style-type: none"> <li>• Community Safety</li> <li>• Fire fighting and Rescue Services</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic Control and Traffic Administration Services / Law Enforcement Services / Road Safety Awareness.</li> <li>• Public Gatherings / Traffic / Law Enforcement Fleet.</li> <li>• Fire fighting and Rescue Services.</li> </ul>
<p><b>SO 10</b></p> <p>To continuously enhance community safety within Engcobo by June 2021</p>	<ul style="list-style-type: none"> <li>• Community Safety</li> <li>• Fire fighting and Rescue Services</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic Control and Traffic Administration Services / Law Enforcement Services / Road Safety Awareness</li> <li>• Public Gatherings / Traffic / Law Enforcement Fleet</li> <li>• Fire fighting and Rescue Services</li> </ul>
<p><b>SO 11</b></p> <p>To protect and preserve the</p>	<ul style="list-style-type: none"> <li>• Environmental Management</li> <li>• Cleaning Services</li> <li>• Disaster Management</li> </ul>	<ul style="list-style-type: none"> <li>• Street Cleaning / Entrepreneur Cleaning Project / Cleaning of Public Open Spaces</li> <li>• EPWP Projects / Cleaning Interventions / Deforestation / Clearing of Alien Vegetation</li> </ul>

environment of Engcobo through effective, efficient and economical methods of waste and environmental management by June 2020		<ul style="list-style-type: none"> <li>• Air Quality Management / Noise Pollution</li> <li>• Disaster Management / Disaster Management Plan</li> <li>• Climate Change Response Strategy</li> </ul>
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### KPA 3 - LOCAL ECONOMIC DEVELOPMENT

KEY PERFORMANCE AREA	LOCAL ECONOMIC DEVELOPMENT	
STRATEGIC OBJECTIVES	FOCUS AREA	MUNICIPAL PROGRAMMES / ACTIVITIES / PROJECTS
<b>SO 1</b>  To create a conducive environment for sustainable and viable SMMEs, cooperatives and Tourism industry through provision of capacity building and financial support by June 2021	<ul style="list-style-type: none"> <li>• SMME</li> <li>• Tourism and Heritage</li> <li>• Agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• Informal Trading / Hawker / Cooperatives / Business Forum / economic infrastructure development / Small Scale Mining.</li> <li>• Tourism and Heritage development / arts and culture support / Local Tourism Organisation support / Marketing and Promotion of destination sites and establishments / Festivals.</li> <li>• Cooperative Support / Farming Support / Rural Development Programmes and activities / Forestry development.</li> </ul>
<b>SO 2</b>  To develop spatial development framework, local area plans, policies, strategies to guide and manage development and growth for the municipal area by June 2021	<ul style="list-style-type: none"> <li>• Spatial Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Town Planning Administration / Spatial Development Framework / Spatial Planning / Land-use management</li> </ul>
<b>SO 3</b>	<ul style="list-style-type: none"> <li>• Integrated Development Planning &amp; Performance</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Management System / IDP and Budget Road Shows / Strategic Planning</li> </ul>

To ensure continuous organisational cohesion for effective and compliant implementation of the IDP by June 2021	Management	
<b>SO 4</b>  To ensure an effective, efficient and integrated Geographical Information Management System by June 2021.	<ul style="list-style-type: none"> <li>Geographic information System</li> </ul>	<ul style="list-style-type: none"> <li>Geographic Information System Management / Municipal Infrastructure and Asset Data Management</li> </ul>

#### KPA 4 - MUNICIPAL FINANCIAL VIABILITY MANAGEMENT

KEY PERFORMANCE AREA	MUNICIPAL FINANCIAL VIABILITY MANAGEMENT	
STRATEGIC OBJECTIVES	FOCUS AREA	MUNICIPAL PROGRAMMES / ACTIVITIES / PROJECTS
<b>SO1</b>  To ensure effective, compliant and credible financial planning, management and reporting by June 2021	<ul style="list-style-type: none"> <li>Financial Management</li> <li>Supply Chain Management</li> </ul>	<ul style="list-style-type: none"> <li>Financial Management</li> <li>Operation Clean Audit</li> <li>CFO and Deputy Town Treasurer</li> <li>BTO Office / Income / Expenditure / SCM / Insurance</li> <li>Finance Capacity Building / Intern Programme</li> </ul>
<b>SO 2</b>  To ensure a credible, compliant asset register by June 2021	<ul style="list-style-type: none"> <li>Municipal assets</li> </ul>	<ul style="list-style-type: none"> <li>Asset Management</li> </ul>
<b>SO 3</b>	<ul style="list-style-type: none"> <li>Financial Management</li> <li>Annual Financial Statements</li> </ul>	<ul style="list-style-type: none"> <li>Financial Management</li> <li>Operation Clean Audit</li> </ul>



To ensure good governance by June 2021		
<b>SO 4</b>  To increase the municipal own revenue base by 2% by June 2021	<ul style="list-style-type: none"> <li>Revenues enhancement strategies</li> </ul>	<ul style="list-style-type: none"> <li>Collection of revenues</li> </ul>

KPA 5 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KEY PERFORMANCE AREA	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	
STRATEGIC OBJECTIVES	FOCUS AREA	MUNICIPAL PROGRAMMES / ACTIVITIES / PROJECTS
<b>SO1</b>  To continuously ensure effective, efficient and economical municipal governance processes by June 2021	<ul style="list-style-type: none"> <li>Executive and Council, Special Programmes.</li> </ul>	<ul style="list-style-type: none"> <li>Municipal Manager / Administration and Functioning / Operations / Delegation of Powers / Council and Committee Functioning.</li> <li>Women Development Programmes / Support of the Disabled / Elderly / HIV/AIDS Programmes and Interventions / Youth Development Programmes</li> </ul>
<b>SO 2</b>  To enhance and promote effective communication in all municipal activities by June 2021	<ul style="list-style-type: none"> <li>Communication</li> </ul>	<ul style="list-style-type: none"> <li>Municipal Monthly Newsletters / Municipal website management / Communication and Customer Relations Management</li> </ul>
<b>SO 4</b>  To ensure effective, efficient, economical and compliant public participation processes by June 2021	<ul style="list-style-type: none"> <li>Public Participation</li> </ul>	<ul style="list-style-type: none"> <li>Ward Committee Administration and Functioning / Ward Committee Capacity Building / Outreach programmes</li> </ul>
<b>SO 5</b>	<ul style="list-style-type: none"> <li>Internal Audit,</li> <li>Legal unit</li> </ul>	<ul style="list-style-type: none"> <li>Audit Committee / Risk Committee / Clean Audit / Legal Services</li> </ul>

<p>To ensure that risks threatening organisational objectives are managed to an acceptable level by June 2021</p>		
<p><b>SO 6</b></p> <p>To ensure effective and compliant oversight processes on municipal business by June 2021</p>	<ul style="list-style-type: none"> <li>Monitoring and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Municipal Public Accounts Committee (MPAC) / Monitoring and Evaluation of Administrative Functions.</li> </ul>
<p><b>SO 7</b></p> <p>To ensure coordination, cooperation and joint planning between spheres of government by June 2021</p>	<ul style="list-style-type: none"> <li>Intergovernmental Relations</li> </ul>	<ul style="list-style-type: none"> <li>Coordination of IGR meetings / Stakeholder Management</li> </ul>

## 1.4 EXTERNAL POLICY DIRECTIVES

The Fourth-Generation IDP and subsequent reviews is guided and informed by the undermentioned external international and national strategic planning and policy directives.

### 1.4.1 SUSTAINABLE DEVELOPMENT GOALS

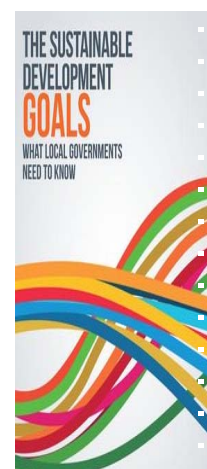
On 1 January 2016, the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development was adopted by world leaders in September 2015 at an historic United Nations Summit officially came into force. Over the next fifteen years, with these new Goals that universally apply to all, countries will mobilise efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind.



The Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice. The Sustainable

Development Goals build on the success of the Millennium Development Goals aim to go further to end all forms of poverty. The new Goals are unique in that they call for action by all countries, poor, rich and middle-income to promote prosperity while protecting the planet. They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and addresses a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.

<b>NO POVERTY (GOAL:1)</b> Economic growth must be inclusive to provide sustainable jobs and promote equality.	<b>INDUSTRY INNOVATION AND INFRASTRUCTURE (GOAL:9)</b> Investments in infrastructure are crucial to achieving sustainable development.
<b>ZERO HUNGER (GOAL:2)</b> The food and agriculture sector offers key solutions for development, and is central for hunger and poverty eradication.	<b>REDUCE INEQUALITIES (GOAL:10)</b> To reduce inequalities, policies should be universal in principle, paying attention to the needs of disadvantaged and marginalized populations.
<b>GOOD HEALTH AND WELL-BEING (GOAL:3)</b> Ensuring healthy lives and promoting the well-being for all at all ages is essential to sustainable development	<b>SUSTAINABLE CITIES AND COMMUNITIES (GOAL:11)</b> There needs to be a future in which cities provide opportunities for all, with access to basic services, energy, housing, transportation and more.
<b>QUALITY EDUCATION (GOAL:4)</b> Obtaining a quality education is the foundation to	<b>RESPONSIBLE CONSUMPTION AND PRODUCTION (GOAL:12)</b>



improving people's lives and sustainable development	Responsible Production and Consumption
<b>development GENDER EQUALITY (GOAL:5)</b> Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world.	<b>CLIMATE ACTION (GOAL:13)</b> Climate change is a global challenge that affects everyone, everywhere.
<b>CLEAN WATER AND SANITATION (GOAL:6)</b> Clean, accessible water for all is an essential part of the world we want to live in.	<b>LIFE BELOW WATER (GOAL:14)</b> Careful management of this essential global resource is a key feature of a sustainable future.
<b>AFFORDABLE AND CLEAN ENERGY (GOAL:7)</b> Energy is central to nearly every major challenge and opportunity.	<b>LIFE ON LAND (GOAL:15)</b> Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss
<b>DECENT WORK AND ECONOMIC GROWTH (GOAL:8)</b> Sustainable economic growth will require societies to create the conditions that allow people to have quality jobs.	<b>PEACE JUSTICE AND STRONG INSTITUTIONS (GOAL:16)</b> Access to justice for all, and building effective, accountable institutions at all levels.
<b>PARTNERSHIPS FOR THE GOALS (GOAL:17)</b> Revitalize the global partnership for sustainable	

## 1.4.2 THE NATIONAL DEVELOPMENT

In 2012, the National Cabinet adopted the National Development Plan (NDP), to serve as a blueprint for the work that is still required to achieve the desired results in terms of socio-economic development and the growth throughout South Africa by 2030.

The Engcobo Local Municipality endorses the thrust of the National Development Plan and has aligned its development strategies and resources to bring about optimal growth and development at all levels within the virtuous cycle.



## 1.5 EASTERN CAPE VISION 2030 PROVINCIAL DEVELOPMENT PLAN

A sustainable future for the Eastern Cape rests on people-centred development to achieve five related goals:

- An inclusive, equitable and growing economy for the province
- An educated, innovative and empowered citizenry
- A healthy population
- Vibrant, equitably enabled communities
- Capable agents across government and other institutional partners committed to the development of the province.

### NDP TEN CRITICAL ACTIONS FOR IMPLEMENTATION



- ♦ *Social compact to reduce poverty and inequality, and raise employment and investment.*
- ♦ *Address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.*
- ♦ *Professionalise the public service, strengthen accountability, improve coordination and prosecute corruption.*
- ♦ *Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.*
- ♦ *Education accountability chain, with lines of responsibility from state to classroom.*
- ♦ *Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.*
- ♦ *Public infrastructure investment at 10 % of GDP, financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.*
- ♦ *Interventions to ensure environmental sustainability and resilience to future shocks.*
- ♦ *New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.*
- ♦ *Reduce crime by strengthening criminal justice and improving community environments.*

To realise the plan’s development goals, the province has identified four catalytic flagships that will establish a sound foundation for other developments to flourish. These catalytic initiatives cut across sectors and integrate the efforts of many role-players. The provincial catalytic flagships, outlined in further detail in this plan, are as follows:

### LOCAL GOVERNMENT TURN AROUND STRATEGY (LGTAS)

The Department of Local Government and Traditional Affairs in the Eastern Cape, in collaboration with the Department of Cooperative Governance and Traditional Affairs (COGTA), introduced a new approach to assist municipalities towards improving service delivery, through the development of a Local Government Turnaround Strategy (LGTAS) which embraces, inter alia, the Municipal Capacity Assessment Tool (MUCAT). Both approaches are based on the principle that “One size fits all does not work” The main objectives of the LGTAS are:

- to ensure that municipalities meet the basic needs of communities
- to build clean, effective, efficient, effective responsive and accountable local government
- to improve performance and professionalism in municipalities
- to improve national and provincial policy, oversight and support
- to strengthen partnerships between communities, civil society and local government

### 1.4.3 THE MEDIUM TERM STRATEGIC FRAMEWORK (2014-2019)

In 2014 the National Cabinet approved the new Medium Term Strategic Framework (MTSF) for 2014 to 2019, as the national implementation framework for the NDP. The MTSF defines the Strategic Objectives and targets of government during the five-year term. It is the strategic frame of reference outlining the government’s main priorities over the five-year term. The MTSF therefore serves as the principal guide to the planning and the allocation of resources across all spheres of government. The MTSF is structured around 14 priority outcomes which cover the focus areas identified in the NDP. These are:

♦ <i>Providing quality basic education</i>	♦ <i>Improving health</i>
♦ <i>Promoting social cohesion and nation building</i>	♦ <i>Creating jobs</i>
♦ <i>Developing the skills and infrastructure required by the economy</i>	♦ <i>Promoting rural development</i>
♦ <i>Creating sustainable human settlements</i>	♦ <i>Protecting the environment</i>
♦ <i>Delivering effective and efficient local government and public service</i>	♦ <i>Reducing crime</i>
♦ <i>Fostering better international relations</i>	♦ <i>Enhancing social development</i>

## 1.6 OVERVIEW OF ENGCOBO LOCAL MUNICIPALITY SWOT ANALYSIS

Municipalities operate in an ever-changing environment which poses unique challenges that have an impact on the day to day running of a municipality. The Council and Administration of the Engcobo Local Municipality have a clear understanding of the negative and positive impact that the external environment has on the Municipality's capacity to deliver and maintain service standards. The SWOT analysis intends to give a brief overview of the municipal environment. The Municipality through the implementation of its Integrated Development Plan will capitalise on its strengths, compensate for its weaknesses, exploit opportunities and will strive to contain or reverse its threats.

### SWOT ANALYSIS

INTERNAL ENVIRONMENT	STRENGTHS	WEAKNESSES
	<ul style="list-style-type: none"> <li>• Strong and focused leadership with a clear vision on the future and customer services.</li> <li>• Approved and implemented policies and strategies which are in line with applicable laws and regulations</li> <li>• Credible financial system</li> <li>• Implementation of projects as per SDBIP</li> <li>• Land availability for development</li> <li>• Richness in history and heritage (Mandela, Sisulu, Xuma, and Chiefs Kings, Queens and so many fallen Heroes and Heroines)</li> <li>• Capacity building programmes, Internal &amp; External Bursaries</li> <li>• Organised workforce that is young and vibrant</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue generating on municipal properties not properly maintained so as to attract revenue (loss of revenue)</li> <li>• Facilities and resources are not always adequate to encourage teamwork</li> <li>• Office space not conducive to perform required duties especially working environment for machinery repairs</li> <li>• Limited resources i.e. Budget/ Funding, Tools of Trade</li> <li>• Shortage of staff</li> <li>• Inadequate ICT infrastructure</li> <li>• Lack of coordination and integration</li> </ul>